



Holland Bloorview | Kids Rehabilitation Hospital
































YEAR 2 PROGRESS REPORT: STRATEGIC PLAN 2012-2017











Strategic Plan Year Two – Progress at a Glance

 Indicates **complete**
 Indicates in progress

Five-Year Strategic Goals	Year 2 Expected Outcomes	Fiscal Year 2013/14
Transform Care <ul style="list-style-type: none"> Generate, adopt and share new evidence for clinical care to achieve outstanding client & family outcomes Provide exceptional client and family centred care, embracing authentic partnerships with families and ensuring the 'voice of the client' is heard Harness emerging technologies and the latest processes to improve efficiency Build a new Centre for Leadership for Acquired Brain Injury Strengthen the Centre for Leadership in Child Development building towards an international reputation focused on cerebral palsy and autism Grow the Centre for Leadership in Participation and Inclusion and establish its leadership role in new models of wellness, music and arts, and transitions to adulthood 	Implement chronic pain tools for children with cerebral palsy in outpatient CP clinics	
	Secure funding from Canada Health Infoway to implement a consumer/client and family portal (new)	
	Implement the Co-ordinated System for Referral	
	Implement the transfer of the Autism Clinic from North York General Hospital (new)	
	Develop and implement training for all new clinical staff using simulation to teach principles of Client and Family Centred Care	
	Create infrastructure for the Centre for Acquired Brain Injury and launch the Concussion Research Centre	
	Implement a knowledge transfer strategy for community providers to better manage autism clients with pharmacology needs	
	Implement a plan to improve awareness of and access to respite services for clients and families	
Lead the System <ul style="list-style-type: none"> Create new, innovative models of care in collaboration with system partners to support improved navigation and timely access to appropriate services for children with disabilities Forge new linkages with partners in community, health and education sectors to facilitate seamless transitions to adulthood Advocate for a provincial focus on equity in access and removal of barriers for children and youth with disabilities and their families 	Fully implement the transitions project with Anne Johnston Health Station for adult clients with Spina Bifida	
	Develop a plan to transition adult clients with Muscular Dystrophy to West Park Hospital	
	Implementation of the integrated complex care program (TC-CCAC, SickKids)	
	Work with community partners to transition four adult clients to appropriate community living and complete an evaluation of the transition process	
	Implement an advocacy stakeholder engagement session focused on Autism research	
Accelerate Knowledge <ul style="list-style-type: none"> Conduct transformational research in pediatric rehabilitation with a focus on areas of strategic clinical importance, such as brain science Become a recognized leader in attracting and training the very best of the next generation of experts in disability by embracing best practice models in teaching and learning and providing an exceptional student experience Generate new linkages with academic, industry and system partners to accelerate knowledge generation, translation and evaluation, and commercialization of innovations 	Launch the Concussion Research Centre	
	Initiate an integrated Research, Teaching and Learning Advisory Committee	
	Development of an Intellectual Property Policy	
	Commercialize the LC knee and finalize license agreement with startup company	
	Strengthen the three Centre's for Leadership with the appointment of Clinical and Research Co-leads	
	Implement simulation-based education for students focused on Client and Family Centred Care	
	Complete project plan for Evidence to Care with new Ministry of Health and Long Term Care funding	
	Establishment of four research chairs in the Bloorview Research Institute	
Inspire Our People <ul style="list-style-type: none"> Foster meaningful engagement among staff, clients and families to co-create models of collaboration and shared decision making Create an environment where the spirit of inquiry is demonstrated everywhere, every day Become a magnet hospital for clinical, education and research talent Build a culture that empowers staff to engage in teaching, learning and research initiatives that advance the care of children with disabilities 	Establish Equity, Diversity and Inclusion committee to implement approved plan	
	Implement Aspire Leadership Program as part of overall Leadership Strategy	
	Approve Cultural Change Strategy	
	Engagement of clinicians in research (Phase 2)	
	Enhance recognition programs	
	Development of employment brand concepts	
	Development of Key Performance Indicators for the 'Inspire our People' Strategy	
	Complete Employee Engagement Survey	

Transform Care

Five-Year Goals	Year 2 Expected Outcomes	Achievement
<ul style="list-style-type: none"> • Generate, adopt and share new evidence for clinical care to achieve outstanding client & family outcomes • Provide exceptional client and family centred care, embracing authentic partnerships with families • Harness emerging technologies and the latest processes to improve efficiencies • Build a new Centre for Leadership for Acquired Brain Injury • Strengthen the Centre for Leadership in Child Development building towards an international reputation focused on cerebral palsy and autism • Grow the Centre for Leadership in Participation and Inclusion 	Implement chronic pain tools for children with cerebral palsy in outpatient CP clinics	
	Secure funding from Canada Health Infoway to implement a consumer/client and family portal (new)	
	Implement the Co-ordinated System for Referral	
	Implement the transfer of the Autism Clinic from North York General Hospital (new)	
	Develop and implement training for all new clinical staff using simulation to teach principles of Client and Family Centred Care	
	Create infrastructure for the Centre for Acquired Brain Injury and launch the Concussion Research Centre	
	Implement a knowledge transfer strategy for community providers to better manage autism clients with pharmacology needs	
	Implement a plan to improve awareness of and access to respite services for clients and families	

Highlights of Results Achieved

A Consumer Portal for Clients and Families

As a result of Holland Bloorview's leadership in implementing a fully electronic health record and our commitment to client and family centred care, Canada Health Infoway invited Keith Adamson, Senior Director, Collaborative Practice, to provide a key note address to their national conference entitled 'Listening to the Human Side: a Collaborative Approach to Building an Electronic Health Record'. This opportunity led to the development of a proposal to establish and evaluate a consumer health portal. The 18-month funded project will create an electronic link between Holland Bloorview and its families, providing full, real time access to the client's health record. The rigorous proposal development included two family members who will continue to serve on the implementation team as well as a broad network of additional clients and families that will provide input.

Child Development Expansion: Autism Clients Transfer

A strategic opportunity to expand autism diagnostic services was undertaken this year with the successful transfer of the North York General Hospital autism clinic to Holland Bloorview. It is recognized that the expansion of these services may impact on wait times, however, new models of care developed over the last year, will mitigate against this potential impact. The staffing enhancement to the Child Development Program has included the addition of two new part time Developmental Pediatricians as well as increased health disciplines support and management oversight.






All New Clinical Staff Get Trained on Client and Family Centred Care

This year, a mandatory component of Holland Bloorview's interprofessional orientation for new clinical staff, includes simulation scenarios aimed at ensuring principles of client and family centred care, namely: information sharing, collaboration, participation and dignity and respect, are embedded in every aspect of care. In partnership with Collaborative Practice and the Teaching and Learning Institute along with clients and families, eight simulation scenarios were developed, four of which formed the basis for the new orientation process. Moving forward, it is anticipated that this innovative orientation would also be mandated for existing clinical staff and trainees. Among health industry peers, Holland Bloorview is the first to utilize simulation in client and family centred care as a mandatory component of clinical staff orientation.

👍 **'Faces of Respite': One Stop Shopping for Families in Need**

In response to client and family need, Holland Bloorview partnered with Variety Village, Safe Haven and RespiteServices.Com to hold our first community-wide information night for families interested in respite services and summer recreational programming. The information session called 'Faces of Respite' was very successful with over 200 families in attendance. An evaluation of the event indicated that 92% of families said that they found what they were looking for in the information provided. As a result of this success, Holland Bloorview and its partners are committed to hosting this event annually.

Lead the System

Five-Year Goals	Year 2 Expected Outcomes	Achievement
<ul style="list-style-type: none"> • Create new, innovative models of care in collaboration with system partners to support improved navigation and timely access to appropriate services for children and youth with disabilities • Forge new linkages with partners in community, health and education sectors to facilitate seamless transitions to adulthood • Advocate for a provincial focus on equity in access and removal of barriers for children and youth with disabilities and their families 	Fully implement the transitions project with Anne Johnston Health Station for adult clients with spina bifida	
	Develop a plan to transition adult clients with Muscular Dystrophy to West Park Hospital	
	Implementation of the integrated complex care program (TC-CCAC, SickKids)	
	Work with community partners to transition four adult clients to appropriate community living and complete an evaluation of the transition process	
	Implement an advocacy stakeholder engagement session focused on Autism research	

Highlights of Results Achieved

Positive Transitions for Youth with Spina Bifida

Last year we developed a strategic partnership with the Anne Johnston Health Station (AJHS), a not for profit community health centre, to create a new transitions model for youth with Spina Bifida. With funding from the Toronto Central LHIN and input from clients and families, this year we fully implemented the model, leading to an improved transitions process for young adults with Spina Bifida to more appropriate and expanded care in the community. The addition of a nurse practitioner has been instrumental to the success of this model. This position is shared between Holland Bloorview and the Anne Johnston Health Station, to effectively support youth as they transition. Going forward, an evaluation of the transitions model will be undertaken.









Adult Clients move to the Community: Partnership Prevails

The cooperation from many community partners was key to the successful transition of four complex continuing care adult clients from Holland Bloorview to appropriate living in the community. The focused efforts of all those engaged led to a positive and collaborative approach to achieving the best outcome for the adult clients and their families. The success of the ‘think tank’ committee process will evolve this year to include additional community partners, as plans are in place to transition three additional complex care adult clients to community housing.

Advocacy in Action

This year, as part of a broader advocacy agenda, Holland Bloorview held an engagement session focused on Autism research that brought together researchers, advocacy organizations, service providers and government policy makers. The first of many advocacy initiatives, this session provided a forum for an evidence-informed discussion of research issues among those in the Autism community. It is anticipated that this session will form the basis of an ongoing knowledge transfer exchange where new and emerging Autism research can be shared and gaps highlighted.

Accelerate Knowledge

Five-Year Goals	Year 2 Expected Outcomes	Achievement
<ul style="list-style-type: none"> Conduct transformational research in pediatric rehabilitation with a focus on areas of strategic clinical importance, such as brain science Become a recognized leader in attracting and training the very best of the next generation of experts in disability by embracing best practice models in teaching and learning and providing an exceptional student experience Generate new linkages with academic, industry and system partners to accelerate knowledge generation, translation and evaluation, and commercialization of innovations 	Launch the Concussion Research Centre	
	Initiate an integrated Research, Teaching and Learning Advisory Committee	
	Development of a hospital wide Intellectual Property Policy	
	Commercialize the LC knee and finalize license agreement with startup company	
	Strengthen the three Centre's for Leadership with the appointment of Clinical and Research Co-leads	
	Implement simulation-based education for students focused on Client and Family Centre Care	
	Complete project plan for Evidence to Care with new Ministry of Health and Long Term Care funding	
	Establishment of four research chairs in the Bloorview Research Institute	

Highlights of Results Achieved

Concussion Research Centre Launched: One of the first in the World

Building on last year's recruitment of Dr. Michelle Keightley, Senior Clinician Scientist and Co-lead of the Centre for Leadership in Acquired Brain Injury, this year marked the launch of the Concussion Research Centre. Focused specifically on concussion in children and youth, this exciting new research centre positions Holland Bloorview as a world leader in brain injury. Building on our existing expertise in acquired brain injury, this centre will be part of an expanded, integrated focus on care, teaching and research that spans the range of mild, moderate and severe brain injuries in children and youth. In partnership with the clinical team, a new concussion clinic focused on youth with persistent concussions is being introduced, filling a much needed gap in the health system. Dr. Keightley and her team have shown remarkable progress, receiving two large team grants last year from CIHR and a \$1 Million dollar donation from the The Automobile Dealers' Association (TADA) through our Foundation.

Centres for Leadership Formalized: Leaders Named

Our goal for creating the centres for leadership at Holland Bloorview has been to generate improved outcomes for children with disabilities and their families by integrating our care, teaching and applied research efforts on large populations of children and youth that have specific disabilities. This year, we have formalized the co-leadership model, appointing a clinical and research lead for each of the three centres. In addition, a new position of manager was created to support the three centres, ensuring timely implementation of our strategic initiatives. The centres will have a structured process for bringing together like-minded clinicians, educators, researchers and families, to focus on improved outcomes for clients and families.

Curriculum at U of T Embraces Client and Family Centred Simulation

Last year we concluded a pilot project led by Holland Bloorview focused on improving client and family goal setting with students studying speech language pathology. Together with clients and families, the simulation-based scenarios were created to educate students on the development and communication of achievable goals for clients in partnership with families. Supported by Collaborative Practice, the success of this project has resulted in it becoming a component of the curriculum for speech language pathology students at the University of Toronto.

📌 **Evidence to Care partners with Ministry of Health and Long Term Care**

The Evidence to Care Unit formalized a partnership with the Ministry of Health and Long Term Care that provided matched funding for the next two years. A new project plan focused on children with complex medical needs has been provided to government partners, and after significant consultation, caregiver stress has been selected as a gap needing a review of the literature, development of potential tools and broad knowledge transfer.

📌 **Four Research Chairs Establishes Leadership**

This year, the Bloorview Research Institute continued to establish its leadership position in the field of childhood disability with the announcement of four exciting research chairs. They include: Canada Research Chair in Translational Therapeutics in Autism Spectrum Disorder - Evdokia Anagnostou, Canada Research Chair in Optimal Care for Children with Disabilities - Gillian King, Holland Family Chair in Acquired Brain Injury - Michelle Keightley and Raymond Chang Foundation Chair in Access Innovations - Tom Chau. These chairs complement the three existing hospital-university endowed research chairs that already exist in the Bloorview Research Institute.

Inspire Our People

Five-Year Goals	Year 2 Expected Outcomes	Achievement
<ul style="list-style-type: none"> Foster meaningful engagement among staff, clients and families to co-create models of collaboration and shared decision making Create an environment where the spirit of inquiry is demonstrated everywhere, every day Become a magnet hospital for clinical, education and research talent Build a culture that empowers staff to engage in teaching, learning and research initiatives that advance the care of children with disabilities. 	Establish Equity, Diversity and Inclusion Committee with representation across the hospital to implement approved plan	
	Implement Aspire Leadership Program as part of the Leadership Strategy	
	Approve Cultural Change Strategy	
	Engagement of clinicians in research (Phase 2)	
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	Development of employment brand concepts	
	Development of Key Performance Indicators for the 'Inspire our People' Strategy	
	Complete the Employee Engagement Survey	

Highlights of Results Achieved

Equity, Diversity and Inclusion: The Plan Unfolds

Last year we approved a robust plan for equity, diversity and inclusion at Holland Bloorview that highlighted key opportunities for development. This year, co-chairs have been named and a committee with broad representation has been established to oversee implementation of the plan. The co-chairs of the committee have completed a training program and will establish links to health industry leaders for ongoing advice and support.

Aspire Program Inspires

In keeping with our overall Leadership Strategy, this year we launched the Aspire program. It promotes a coaching climate at Holland Bloorview that will strengthen leadership capabilities in developing others. The Aspire program enables leaders to partner with employees through coaching conversations about career development. Ultimately, the program will drive engagement and commitment through identification of “emerging leaders or talent” followed by strategic career management that supports employees and provides leaders with coaching skills.

Employment Brand Concepts Emerge

The development of an employment brand for Holland Bloorview builds on our strategic goal to become a ‘magnet’ for talent in the health care community. This year, Co-Leads were named and a committee struck to implement the approved plan. To date, considerable work developing brand concepts and engaging employees, volunteers, clients and families in the feedback process has been undertaken. The approved employment brand will be implemented next year allowing Holland Bloorview to uniquely position itself in the competitive health care marketplace, driving exceptional recruitment and continued retention of high performing employees.

Our Employees are Engaged!

Every two years, Holland Bloorview conducts an Employee Engagement Survey in order to help create meaningful workplace improvements. Strong employee engagement has been associated with improved clinical outcomes, better physical health and attendance rates, lower job stress levels, higher collaboration and patient/client scores, better workplace safety and increased recruitment and retention rates. This year, as in the past, we

achieved an exceptional response rate of 77%, well above our industry average of 44%. Holland Bloorview scored consistently higher than the primary healthcare benchmark on every workplace dimension. Of particular importance, the level of employee engagement (an aggregate of six questions) was an outstanding 80%, well above industry peers at 52%.